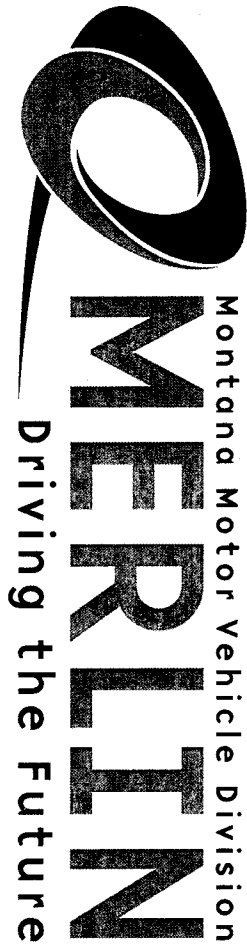


# The MERLIN Project

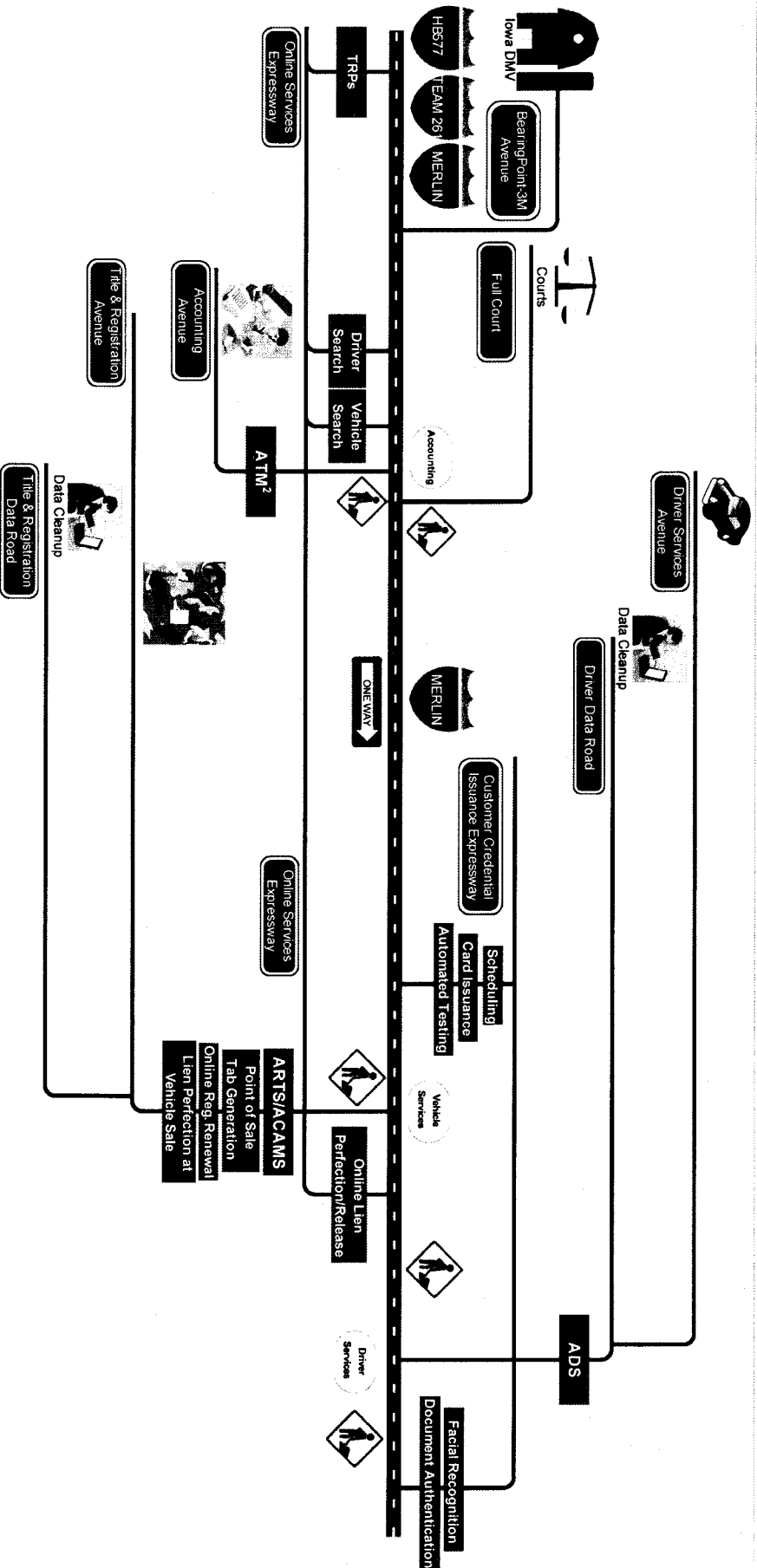


# MERLIN History

- Team 577 – HB 577 (1999 Session)
  - Review and enhance Tiling business processes
- Team 261 – HB 261 (2003 Session)
  - Review and enhance all core MVD business processes
- **Montana Enhanced Registration & Licensing Information Network (MERLIN)** (November 2005)
  - Implements business improvement suggestions from prior work
  - Technology needed to support business changes
  - Customer-centered approach
  - Modern technical infrastructure (mainframe vs. multi-tier, web-based, client/server infrastructure)
  - New technologies = New opportunities (on-line services)
  - Integration of MVD systems (vehicle and driver) and enhancement of information sharing capabilities with external systems, e.g., law enforcement networks (CJIN) and court automation systems.

# MERLIN ROADMAP

Montana Enhanced Registration & Licensing Information Network (MERLIN)



# Project Cost

2001 – 2004	2001 Session \$4.5 million	Initial vehicle title improvement effort to gain experience and determine the feasibility of changing business processes to make them more efficient. <b>Cost: \$2.5 Million</b>
2004 – May 2005	2003 Session \$18 million	Business Process Re-engineering of all Vehicle, Dealer, Inventory, Driver, Financial and Customer Service processes. Defined future business processes, business requirements and system requirements for RFP. <b>Cost: \$4.5 Million</b>
June 2005 – Nov. 2005		Developed and issued RFP; proposals evaluated by October; contract, notable for having <u>two Statements of Work</u> , signed in November.
Dec. 2005 – Sept. 2010	2007 Session \$6 million	MERLIN Statement of Work 1 – Build infrastructure to provide integrated Vehicle Services, Driver Services, Dealer Services and Financials with over 60 batch and real-time interfaces. Extract, standardize, and migrate data for 1.4 million vehicles and 1.2 million drivers to a common customer basis. Train over 525 MVD and county treasurers' office staff. <b>Cost: \$15.5 million</b>
July 2008 – 2011		MERLIN Statement of Work 2 – Enhanced integration of inventory electronic ordering, financial upgrades, and future automation of manual processes to get away from paper. <b>Cost: \$6 million</b>
	<b>\$28.5 million</b>	<b>Total</b>

# Project Benefits

## **In 2004:**

- Reduced the typical title application processing backlog from 55 business days to 1-5 days.

## **In 2005:**

- After seeing the clear benefits of the re-engineering effort, staffed a Continuous Improvement Process throughout the Motor Vehicle Division.

- Developed and piloted on-line Temporary Registration Permit service for dealers.
- ## **In 2006:**

- Developed an online services for Driver History Searches and Vehicle Title Searches for registered users (repeat users such as dealers) and general public.
- Established a central, customer-service call center for driver exam stations, records and driver control and headquarters.
- Piloted Driver Exam Station appointment scheduling in Helena; surveys showed a 95 percent customer approval rate.
- Successfully developed the stand-alone financial and accounting system (ATM<sup>2</sup>) to meet a legislative deadline for DOJ to take over responsibility of motor vehicle tax collection and distribution. Continued work on other phases of MERLIN.

# Project Benefits

## **In 2007:**

- Expanded Driver Exam Station appointment scheduling to Bozeman, successfully eliminating long customer waits.
- Completed online TRP issuance service rollout to all dealers and issued 250,000th TRP in October.

## **In 2008:**

- Began producing a new, more secure Driver License and ID card (Viisage/L-1).
- Introduced automated testing to replace paper tests for driver license applicants in all exam stations, both permanent and traveling.
- Began data clean-up required to convert from legacy system to MERLIN ARTS/ACAM.

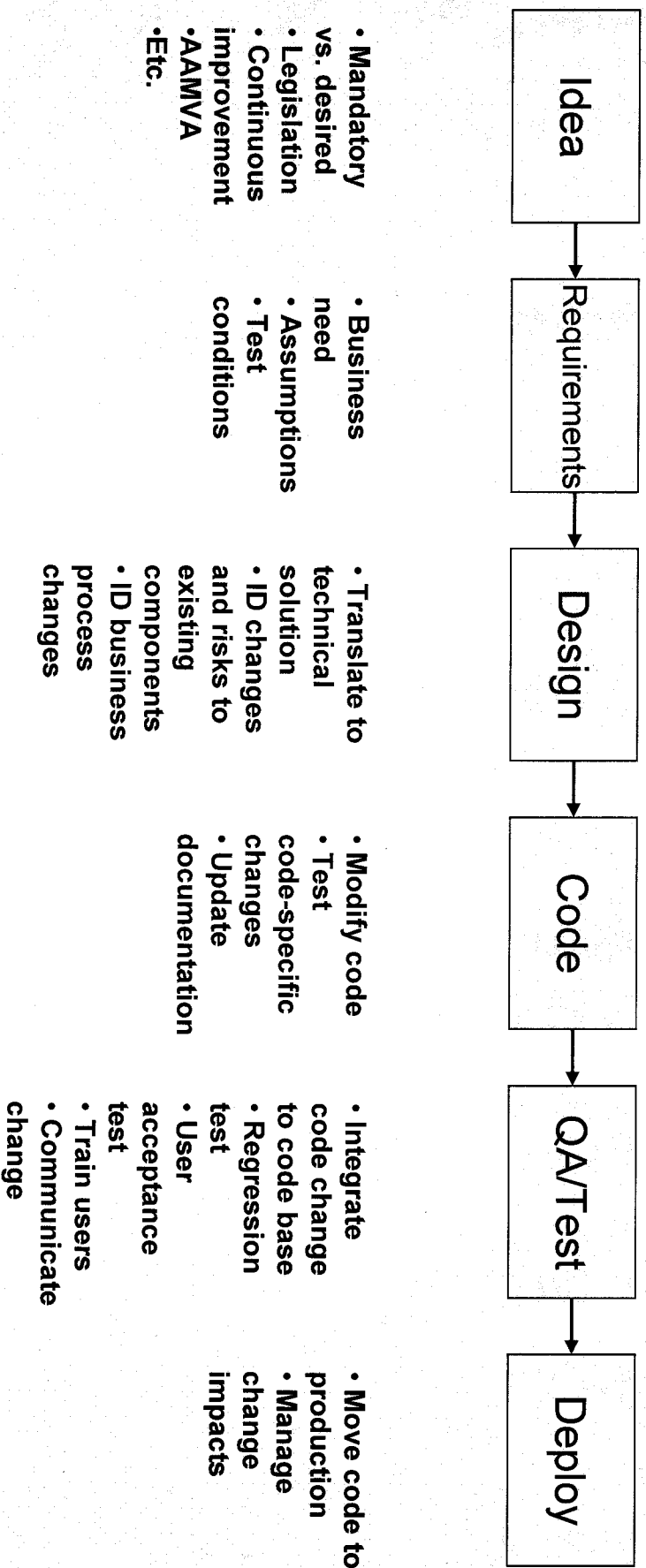
# The Road Ahead

## In 2009 – 2011:

- Introduce a new system for vehicle registration and titling that allows dealers to complete most of the registration and titling requirements for customers at the time a vehicle is sold (ARTS/ACAM/ATM<sup>2</sup>).
- Provide additional on-line services, including on-line renewal of vehicle registration and lien perfection and release.
- Begin using facial recognition and document authentication in driver licensing.
- Expand driver exam station appointment scheduling to entire state and include self-service on-line scheduling.
- Bring up final phase of MERLIN, the driver licensing and record component (ADS).



# Implementing an Idea

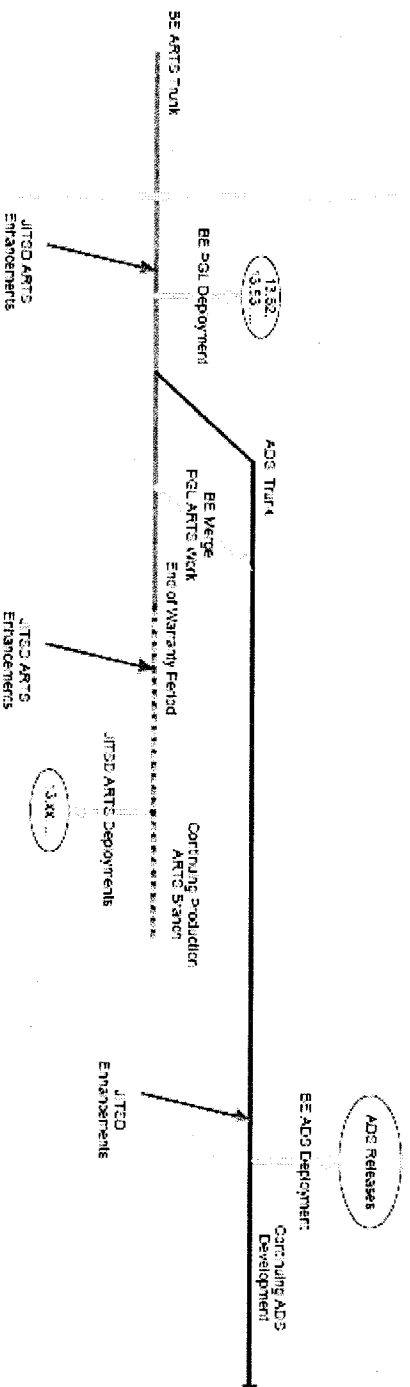




# Working With A Vendor

- Changes in contract scope
- Impacts on schedule, budget and resources
- Changing priorities
- Impacts on future deliverables and warranty

ARTD Go Live



# Fiscal Notes

- Rough requirements and review of design
- Estimate code change – supplied by vendor, verified by internal staff
- Assume contracted rates if implemented prior to handover to state (~\$160/hr)
- Examples:
  - HB 373 – Gold Star Family Special License Plates
    - New plate design
    - Update configuration data that mimics existing plates
  - HB 306 – Special Motorcycle Plates for Military
    - Multiple new plate designs
    - Multiple new plate configurations (mimic existing plates)
  - HB 187 – Same Year-Long Registration Period
    - Introduces a new “anniversary” date concept not in current system
    - Extensive requirements and design review of all screens, reports and interfaces
    - Coding changes to screens, reports, interfaces and configuration data
    - Extensive regression testing of entire Title & Registration system
    - Extensive documentation, training and implementation issues